

# ***MFG NXT Emerging Leaders Webinar***

Preparing for the Next Level of  
Leadership

**March 29, 2017**



[cliftonlarsonallen.com](http://cliftonlarsonallen.com)



# MFG NXT Leaders Series

- Leadership
- Vision
- Managing Results
- Succession by Design

**Vision:** Improving the competitiveness of U.S. manufacturing  
by helping business owners achieve their dream



### *Helping business owners:*

- Improve profitability
- Reduce risk
- Build business value
- Create a legacy



# We asked the transition question two different ways...the answers were striking

## Length of Time Anticipated for Impact of Leadership Transitions

|                           |     |
|---------------------------|-----|
| 🕒 1-5 years               | 39% |
| 🕒 6-10 years              | 27% |
| 🕒 11-15 years             | 9%  |
| 🕒 16 years or beyond      | 4%  |
| 🕒 Don't anticipate at all | 12% |

## Length of Time Anticipated for Succession

|                           |     |
|---------------------------|-----|
| 🕒 1-5 years               | 33% |
| 🕒 6-10 years              | 28% |
| 🕒 11-15 years             | 12% |
| 🕒 16 years or beyond      | 5%  |
| 🕒 Don't anticipate at all | 13% |



- Awareness of succession of ownership and leadership within companies – readiness is a different issue

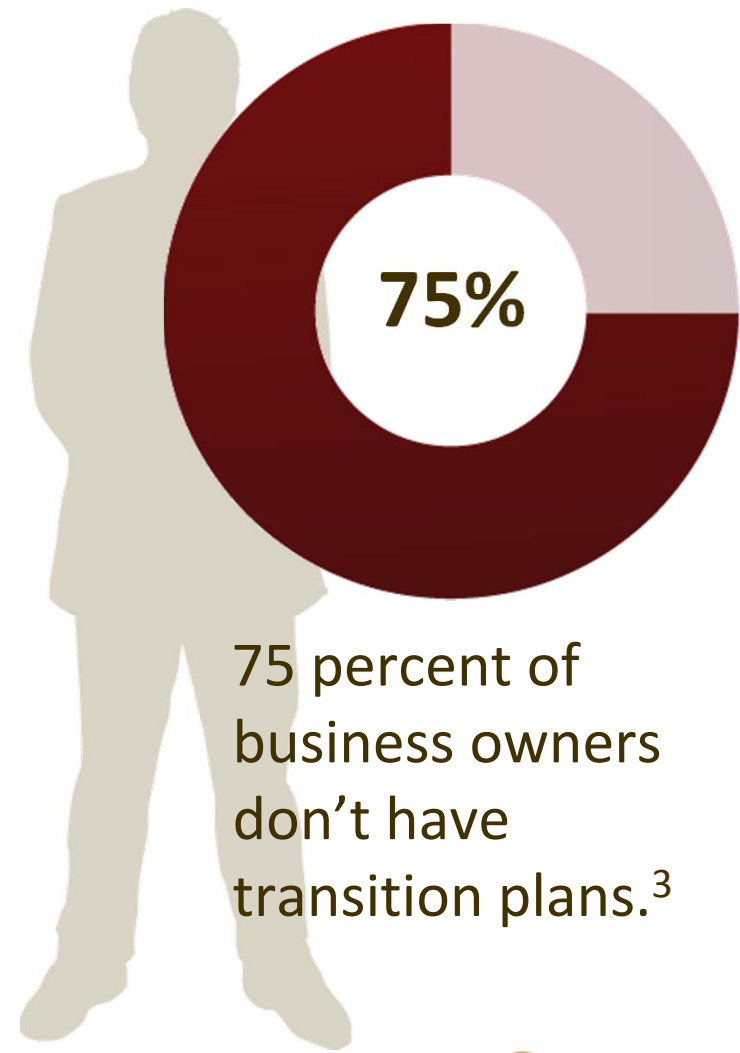
*Why are we talking about leadership development?*

## Some Expert Estimations About Baby Boomers

Around \$11 trillion will be transferred from one generation to the next.<sup>1</sup>

9 million of America's 15 million business owners were born in or before 1964.<sup>2</sup>

Most business owners will wait until the 11<sup>th</sup> hour to do a succession plan or determine the value of their business.



75 percent of business owners don't have transition plans.<sup>3</sup>



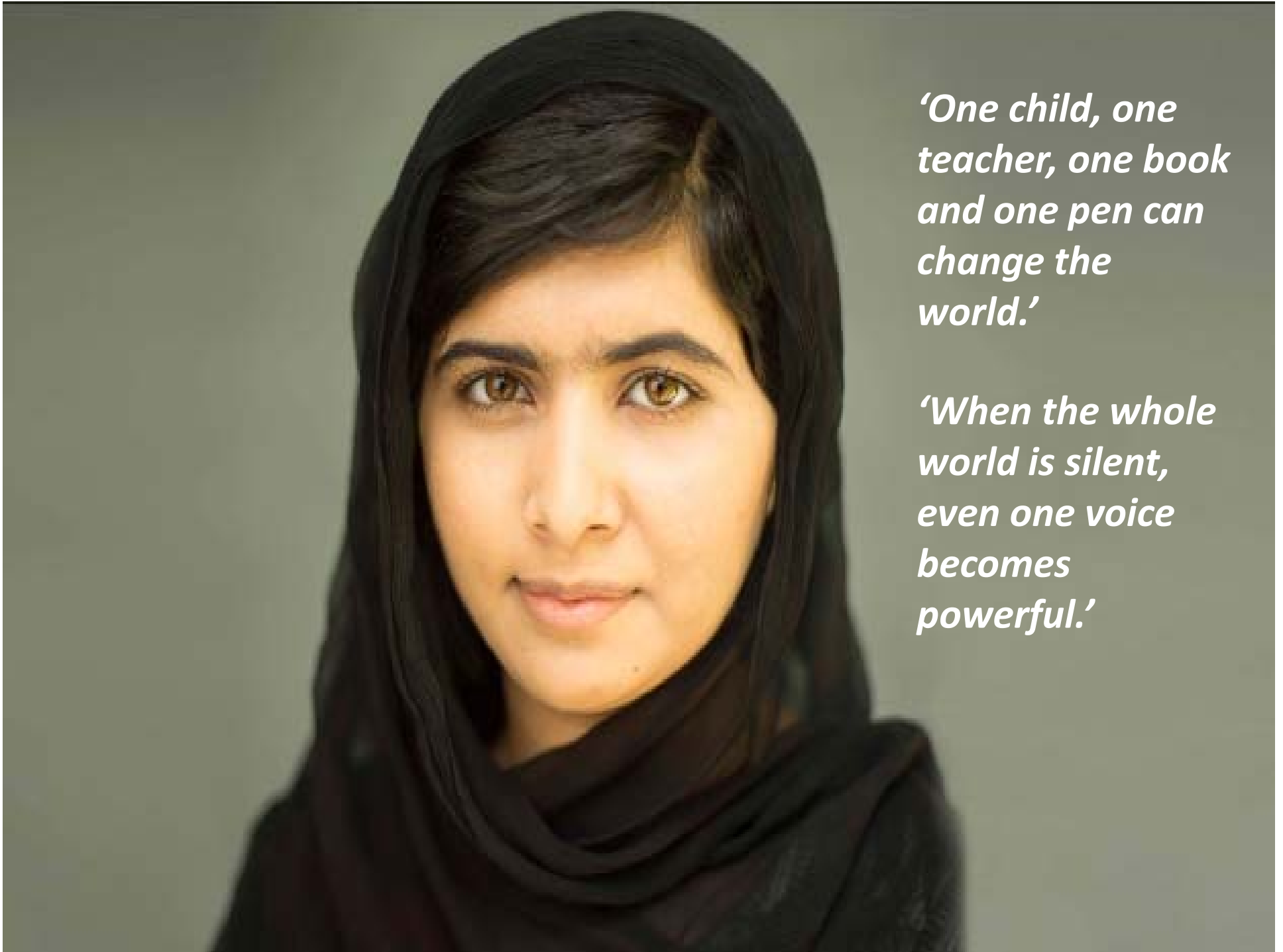
# ***What is leadership?***







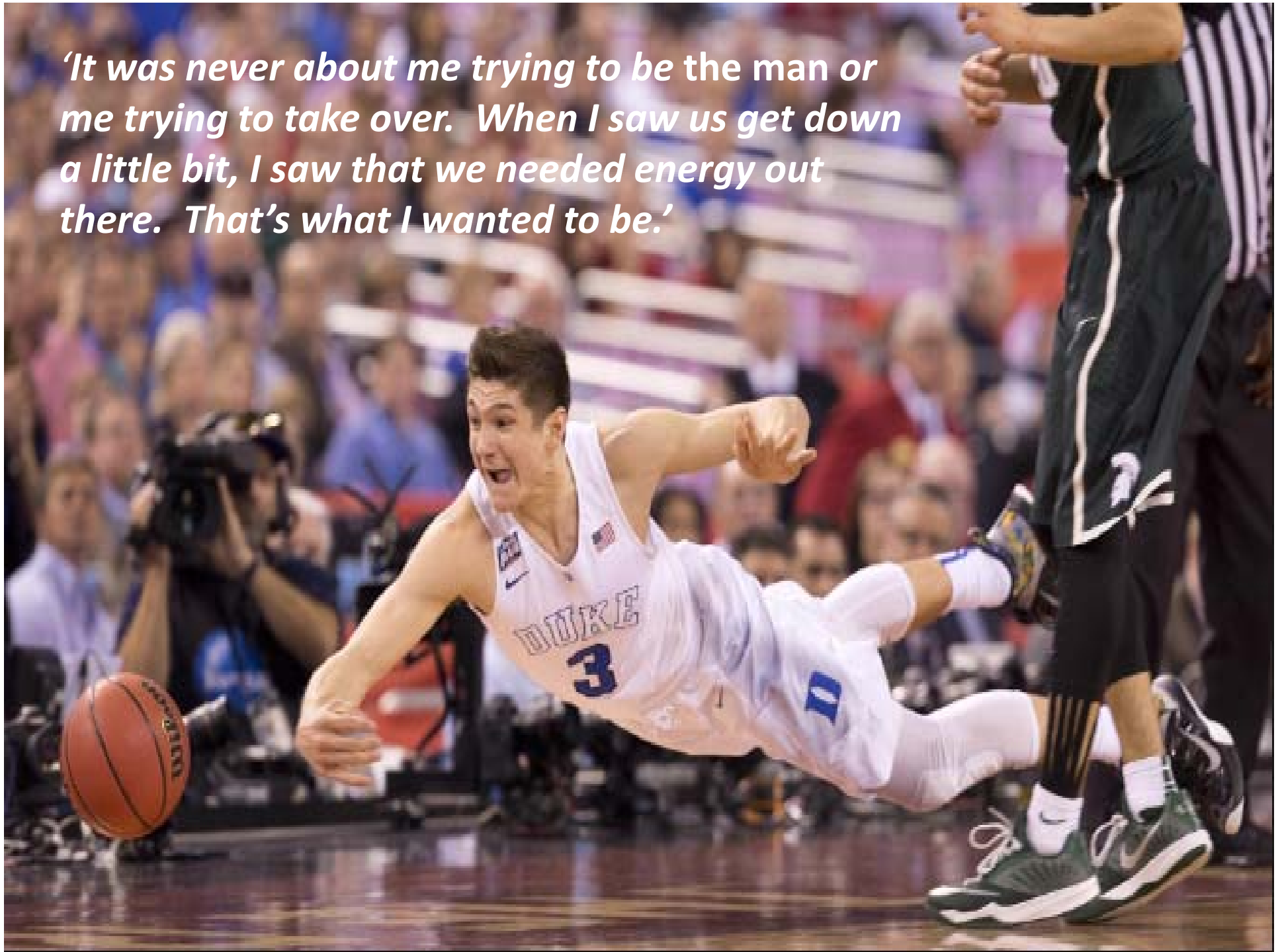




*'One child, one teacher, one book and one pen can change the world.'*

*'When the whole world is silent, even one voice becomes powerful.'*

*'It was never about me trying to be the man or me trying to take over. When I saw us get down a little bit, I saw that we needed energy out there. That's what I wanted to be.'*



**‘We’re going to be in the Hudson’ (in response to air traffic control’s question of which runway he preferred).**



*"I hear [Obama]  
say Osama bin  
Laden, then I  
look over at  
Osama bin  
Laden, and then  
I literally  
wonder, how in  
the world did I  
get here from  
Butte,  
Montana?"*





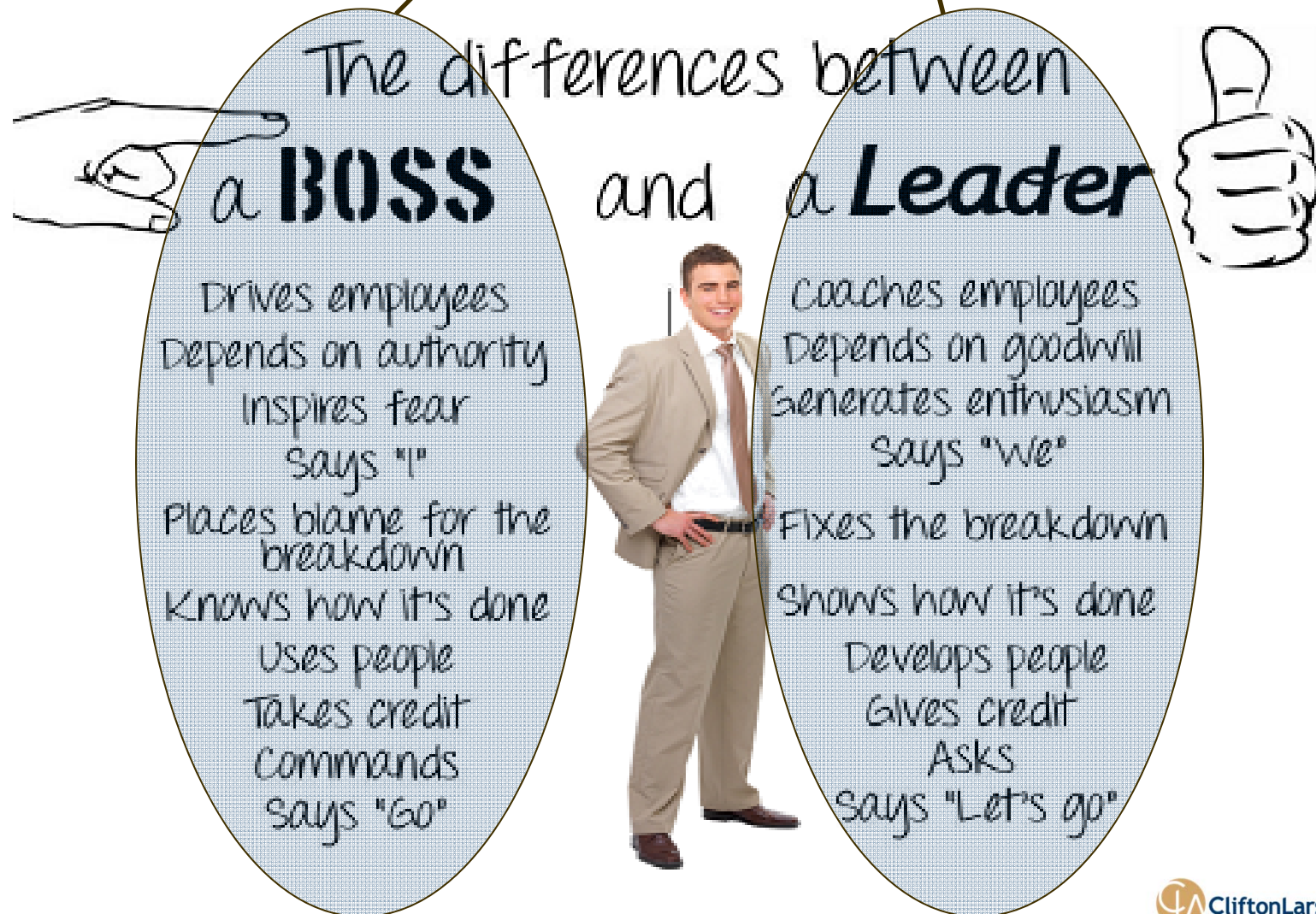
# ***What is leadership?***



**By this definition, we are all leaders. We are not emerging leaders or leaders in training. *We are leaders.***



# Leadership by *Position* vs. *Influence*





# Self-doubt is normal – confidence grows by taking action

*I don't have the title*

*I don't have the permission*

*What if I fail?*

***GREAT LEADERS START  
OFF AS GREAT FOLLOWERS***



# Generational conflict is normal...and manageable


- Gen X / Y
- Excitement
- Wealth accumulation
- Energy at peak
- Accustomed to security
- 'He's stuck'



- Baby boomer
- Stages of loss
- Wealth preservation
- Energy waning
- Accustomed to being 'at risk'
- 'He's reckless'

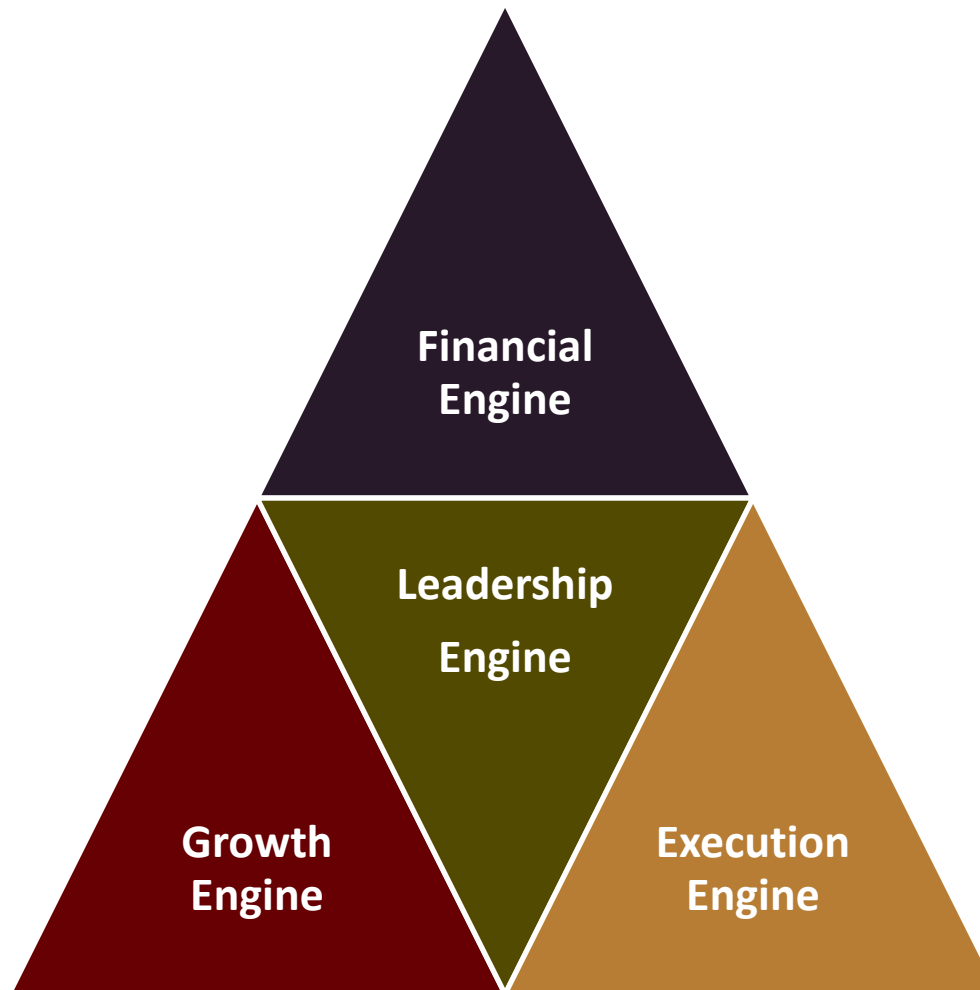
## Leadership is...

- ***Unique*** to each of our personalities and abilities
- ***Genuine*** – it comes from a place of ***service*** vs. ***seniority***
- More a ***behavior*** than a ***skill***
- ***A Decision***



How will  
you decide  
to lead?

# Make it Actionable : *How will you decide to lead?*



## Choose to make a difference...

**GREAT LEADERS DON'T  
SET OUT TO BE A  
LEADER...THEY SET OUT  
TO MAKE A DIFFERENCE.  
ITS NEVER ABOUT THE  
ROLE-ALWAYS ABOUT  
THE GOAL.**

**2017 Webinar Series**

March 29, 2017  
Topic: Leadership

June 28, 2017  
Topic: Vision of the  
Organization

September 20, 2017  
Topic: Managing Results

December 13, 2017  
Topic: Succession by  
Design

**2017 Leadership Learning Series**

**In-person Meetings**

April 3, 2017  
Chicago, IL2  
Topic: Leadership

July 27, 2017  
Cleveland, OH  
Topic: Vision of the Organization

October 12, 2017  
Greenville, SC  
Topic: Managing Results

**For information and to register contact Rosemary David  
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